

*Georgian Nurse Practitioner-Led Clinic*



# Strategic Plan 2016-2018

Together, Transforming Primary Care

**“Innovative team-based  
health care for the people of  
Barrie & North Simcoe Muskoka.”**



Welcome to the Georgian Nurse Practitioner-Led Clinic (Georgian NPLC) 2016-2018 Strategic Plan. Since the Ministry of Health & Long Term Care’s approval of our clinic in 2009 and our full establishment in 2010 we have focused on building an innovative, team-based, evidence-guided model of health care for our community. We have done this with strong support from our primary care partners, physicians and community. Over this period of time we have demonstrated how this new model can provide efficient, effective and high quality health services to clients who don’t have access to primary care. We are proud of our accomplishments and excited to further prove how nurse practitioner-led clinics can fill an important need in Ontario’s health system.

As our province’s health system continues to transform, our growing multi-disciplined team, committed community partners and dedicated Board of Directors will continue working together to find new and innovative ways of increasing access to quality, client-focused care. This remains our commitment to our community and to the Provincial Government.

Our 2016-2018 Strategic Plan is a “refreshed” plan that builds on the foundation and directions set forth in our former (2012-2015) plan. This updated plan seeks to sharpen our focus while leveraging the accomplishments and lessons learned over the past three years. I would like to thank all of our staff, partners, community partners and clients for helping us to develop our new plan. We look forward to the next 3 years as we bring our plan to life.

**Brian Jeffs**, Board Chair,  
on behalf of the Georgian NPLC Board of Directors

# OUR MINISTRY

In 2007 the Ministry of Health and Long-Term Care (the Ministry) announced the creation of 25 NPLCs. The Clinics are targeted to be fully operational by the end of 2012. To date, there are 25 NPLCs in various stages of development in the following communities: Barrie, Belle River Township of Lakeshore, Belleville, Capreol, Essex, French River, Huntsville, Ingersoll, Kitchener, London, Niagara Falls, North Bay, Oro Station, Oshawa, Peterborough, Sarnia, Sault Ste Marie, Scarborough, South Glengarry, Smiths Falls, Sudbury, Sutton, Thessalon, Thunder Bay and Toronto.

Nurse practitioner-led clinics offer important health services such as comprehensive primary care, illness prevention and health promotion. Through a collaborative practice approach with an inter-professional team of health care providers and support staff, the nurse practitioner-led clinics provide accessible and family health care services improving the quality of care through co-ordination, disease prevention, chronic disease management and navigation of the health care system at the local level.

**In implementing our 2016-2018 strategic plan Georgian NPLC will ensure that we meet or exceed the MOHLTC's expectations and objectives for us and will continue to "lead the way" for the NPLC model.**

## Ministry of Health and Long Term Care Priorities for NPLCs

Georgian NPLC's accountability with the MOHLTC includes delivering on the following priorities:

- Value for service
- Illness prevention services
- Better access
- Support for seniors

*(Action Plan to Transform Health Care, January 30, 2012)*



# OUR CONTEXT

*“The Georgian NPLC is one of only 25 nurse practitioner led-clinics in the Province and has been recognized as a model agency. As this innovative new approach to primary care evolves, Georgian NPLC will be called upon more and more to lead the way.”*

Our 2016-2018 Strategic Plan builds on Georgian NPLC’s successes and seeks to solidify the role we can play in transforming primary health care, together with our partners. As the government continues to transform the healthcare landscape we believe that Georgian NPLC and the NPLC model will remain uniquely positioned to play an important role.

Some of Georgian NPLC’s greatest strengths include:

- Personalized quality care and services
- Professional and caring personnel
- Comprehensive care “under one roof”
- Open and trusting relationships
- Strong partner linkages and collaboration
- Innovative and flexible solutions
- Efficient and accountable operations
- Measureable outcomes
- High rate of patient satisfaction with clinical encounters/outcomes

**We will use our strengths and strong community relationships to enhance the role we play in providing timely access to quality care within an increasingly integrated health system.**

## Our Clinic

- Funding is provided by the Ministry of Health & Long Term Care
- Operating budget ~\$1.3 million
- Our team:
  - 4 Nurse practitioners
  - 1.5 Registered nurses
  - 1 Social worker
  - 1 Registered dietitian
  - 4 Administrative professionals
  - 0.7 Registered nurse (Ontario Telemedicine Network)
  - .5 Pharmacist
  - Collaborating physicians
- 3,000 registered patients
- Nurse practitioners provide 10,459 visits annually (2014)
- Inter-professional health care practitioners provide 8,260 visits annually (2014)
- Progressive and accessible facilities
  - State of the art building
  - 7 examination rooms
  - Leading edge examination & diagnostic tools
  - Ontario Telemedicine Network Services

# OUR COMMUNITY



The Georgian NPLC serves the city of Barrie and the communities of North Simcoe Muskoka. Being located on the Barrie campus of Georgian College, the clinic also serves a growing student population, many of whom do not have access to primary care while attending the college. Barrie is in close proximity to the Greater Toronto Area to the south and to the expansive rural and “cottage country” to the north. This area continues to see strong growth and development with a population that is increasing in size, diversity and complexity of care needs.

Some of Georgian NPLC’s greatest challenges include:

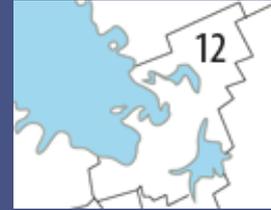
- Demand exceeding capacity and the possible negative affects this may have on service and quality
- Serving the college population while still enabling access and meeting to the broader community’s needs
- Ensuring that the public understands the role and services that the nurse practitioner-led clinic model offers

**We will pay close attention to all of our communities’ needs and will work together with our care partners to ensure timely access to quality care for everyone.**

## Our Demographics

- NPLC Catchment area includes residents living in Barrie, Innisfil, Springwater, Essa and Canadian Forces Base Borden
- Potential population serviced by the clinic is just above 205,518 and 8,145 college students
- Higher forecasted population growth, 2011-2021; 16.6% compared to 12.7% provincially
- Higher number of seniors; 15.9% compared to province 14.2%
- Higher share of Aboriginal residents; 3.3% compared to province 2.0%
- Francophone population accounts for 3% compared to province wide 4.4%
- Number of nurse practitioners in NSM LHIN 101+
- Number of primary care physicians in NSM LHIN 245+
- *Per NSM LHIN Annual Report 2012-13*
- *Per NSM LHIN Integrated Health Service Plan (IHSP) 2013-2016*
- *Please visit [www.nsmhlin.on.ca](http://www.nsmhlin.on.ca) for more details about our community health profile*

# OUR LHIN



- 7 Hospitals
- 1 Community Care Access Centre
- 9 Community Mental Health Services
- 3 Community Health Centres
- 25 Long Term Care Homes
- 31 Community Support Services

Health care providers across the province have been working with their Local Health Integration Networks (LHINs) for the past decade to better plan and coordinate the delivery of programs and services. While nurse practitioner-led clinics are not funded or accountable to LHINs, the Georgian NPLC is a critical component of North Simcoe Muskoka LHIN's Integrated Health Service Plan. As such our planning, and service delivery will remain connected to this larger integrated system.

Some of Georgian NPLC's greatest challenges in the evolving health care system include:

- Duplicating services with other care partners and providers
- Reducing "silos" in the system
- Changing from competitive to collaborative behaviours
- Ensuring that patient/client needs are at the forefront of decision-making

**In implementing our 2016-2018 strategic plan Georgian NPLC will ensure that our efforts are aligned with the larger health care system goals for the benefit of our entire community.**

## North Simcoe Muskoka LHIN Integrated Health Services Plan

North Simcoe Muskoka's Integrated Health Service Plan (2013-2016) is based on local population health needs, health system trends, and stakeholder input. It focuses on three strategic priorities:

- Healthy People
  - Excellent Care
  - One System
- Please visit [www.nsmhlin.on.ca](http://www.nsmhlin.on.ca) for details about the North Simcoe Muskoka LHIN

# OUR CORE COMMITMENTS



As part of refreshing our 2016-2018 Strategic Plan, we asked some of our key stakeholders to review our vision and mission statements which were last updated in 2012. Through this feedback we affirmed that our core commitments remain accurate and succinctly convey the purpose and direction of the Georgian NPLC.

We believe that these few words continue to describe what we strive to do everyday. Together, our mission, vision and guiding values, clearly reflect our commitment to our clients, to the MOHLTC, and to the communities we serve.

## OUR MISSION

Enhancing access to primary care through the Nurse Practitioner Led-Clinic model.

## OUR VISION

Together, transforming primary care for your better health.

# OUR STRATEGIC PRIORITIES

In 2012 we adopted a “balanced scorecard” framework to ensure that our priorities work in harmony with one-another to achieve our mission and vision for the future. Our 2016-2018 plan continues to use this good practice framework. Our refreshed priorities build on the strengths of our achievements and enable us to concentrate on the things that will matter most over the coming 3 years. All of our priorities focus on supporting and advancing the accessibility and quality of our services to our clients.

Each of our ten (10) longer-term priorities have been set by understanding our clients' needs, our organizational capacity, our risks and our opportunities. They also take into account the many shifts that are underway in our health care system.

**Despite the complexities in our environment, we will set and actively pursue long-term goals that enhance our value to our clients within the larger care community and our evolving health care system.**



# OUR STRATEGIC PRIORITIES



## Our Clients

- Deliver quality client-focused care
- Enhance access to care

## Our People

- Attract and retain the best professional team
- Sustain a supportive environment and organizational culture

## Our Care & Community Partners

- Enhance our community partnerships
- Contribute to the evolving health system

## Our Internal Systems & Processes

- Ensure reliable resources, systems and technology to support care
- Optimize our patient and work flow

## Our Financial Commitments

- Ensure long-term financial sustainability
- Ensure accountability and transparency

# OUR CLIENTS



Accessible, quality client-focused care and service is and will remain Georgian NPLC's primary focus. Our clients expect to have reasonable access to the care they need, when they need it. They also expect that the care will be delivered by the right, professional, skilled and compassionate people. Our nurse practitioner-led clinic model strives to assemble the right mix of talent and tools to meet these client expectations. As the needs of our community evolve we will pay close attention so that, together with our other community partners, we can continue to provide access to the comprehensive care and service that our clients have come to expect.

## Priorities & Goals

### 1. Deliver quality client-focused care

- Understand and improve the client experience
- Empower clients to self-manage
- Emphasize preventative care
- Respect client diversity

### 2. Enhance access to care

- Ensure timely access to the clinic
- Maintain reasonable client admissions
- Assess our capacity to manage complex health needs

### *Some Key Measures:*

- *Client satisfaction survey results*
- *3<sup>rd</sup> next available appointment*
- *Admissions / roster tracking*
- *Caseload tracking*
- *Patient visit frequency*
- *Clients completing preventative offerings*
- *Client participation at self-management offerings*
- *Clear working definition for "complex needs"*

# OUR PEOPLE



Georgian NPLC could not possibly deliver the variety or quality of service and care it is known for without the dedication of talented and committed people. Throughout our organization, staff, health professionals, and community partners take pride in their work and strive to find new ways to work together to improve the access and service we deliver to our clients. Our state of the art facility, partnership with Georgian College, and thriving Barrie community, make the Georgian NPLC attractive to many health care professionals. We will continue to harness the uniqueness of our geography, our model of delivery, our facilities, and our culture to attract and retain the best inter-professional team.

## Priorities & Goals

### 3. Attract and retain the best professional team

- Maintain the clinic's full complement of clinical and administrative staff
- Establish succession plans for leadership positions

### 4. Sustain a supportive environment and organizational culture

- Make the Clinic a great place to work
- Foster a culture of inclusivity, respect and diversity

#### *Some Key Measures:*

- *Employee engagement and satisfaction survey results*
- *Team compliment numbers*
- *Turnover rate tracking*
- *Sick time tracking*
- *Exit interview tracking*
- *Succession plans in place*

# OUR PARTNERS



The Barrie and surrounding community has a growing pool of talented care and community partners. Each of these agencies is doing the best it can to serve their clients' growing needs while balancing limited resources. As Ontario's health system continues to transform organizations are required to work more closely together - to put patients first, to ensure timely access to the right care in the right setting, to ensure high quality care, streamline transitions and overall, to improve the "patient experience". Georgian NPLC will continue to seek out and partner with its health care partners so that together, we can meet our community's and government's expectation of excellent care, for all.

## Priorities & Goals

### 5. Enhance our community partnerships

- Build on our strong existing partnerships
- Identify opportunities for new mutually valuable partnerships

### 6. Contribute to the evolving health system

- Build relationships with MOHLTC and NSMLHIN
- Enhance the understanding of the NPLC model

#### *Some Key Measures:*

- *Inventory and assessment of partnerships*
- *Relationship plan in place for key partners*
- *Outreach activity with local health service partners*
- *Collaborative activity with peer NPLCs*
- *Involvement in LHIN activity*
- *Contact and relationship with MOHLTC*

# OUR INTERNAL SYSTEMS



Balancing resource efficiency, effectiveness, safety, quality, client satisfaction and stakeholder accountability is a delicate act. Georgian NPLC will continue to seek ways to use technology and best practices to enhance accessibility and service. As demand for services increases and potentially surpasses our own capacity, we will look to new ways and partnerships to ensure those needs can be met in the care community. Along the way we will ensure that we track and report the indicators and outcomes needed to attract funding and resources that will enable future growth.

## Priorities & Goals

7. Ensure reliable resources, systems and technology to support care
  - Establish standards and understand gaps
  - Explore and leverage new technologies
  
8. Optimize our patient and work flow
  - Track, understand and enhance client encounters and flow
  - Track, understand and improve efficiencies in work flow

### *Some Key Measures:*

- *Baseline measures in place for key metrics*
- *Gap assessment completed*
- *New technology introduced (e.g. patient portal)*
- *Usage/activity reports for client interface with technology*
- *Patient flow tracking*
- *Work flow tracking*

# OUR FINANCIAL COMMITMENTS



Global economic conditions have put increased pressure on governments and their service delivery agents throughout the health system. These conditions are likely to continue into the foreseeable future and will require the Georgian NPLC to do its best to reconcile the tension between excess demand and limited resources. We will continue to work closely with our funder, the Ministry of Health and Long Term Care, as well as with other funding partners to find the most reasonable, innovative and sustainable solutions.

## Priorities & Goals

### 9. Ensure long-term financial sustainability

- Achieve a balanced operating budget
- Seek greater flexibility in use of funding

### 10. Ensure accountability and transparency

- Meet MOHTLC Accountability Agreement Requirements
- Provide accurate, timely, compliant reporting

#### *Some Key Measures:*

- *Accountability agreement compliance*
- *Balanced budget*
- *Favourable audit reports*
- *Annual report available to public*
- *Multi-year financial plan*
- *Improved flexibility in funding usage*

“Many hands make light work.”



## Teamwork & Commitment

Georgian NPLC has assembled a talented and committed team of professionals and volunteers. Together, we do our best every day to deliver quality care to our clients. Through inspirational team work, an engaging approach and the collaboration of key community partners we will continue to play a valuable role in our local health system.

Together, we are transforming primary care for your better health!

### Kevin Linnen

Interim Nurse Practitioner Lead

### Aimee Moore

Administrative Lead

Georgian NPLC

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[www.georgianc.on.ca/healthandwellness/clinics/nurse-practitioner-led/](http://www.georgianc.on.ca/healthandwellness/clinics/nurse-practitioner-led/)

## 2015 Board of Directors

- Emily Greb
- Brian Jeffs, (Chair)
- Catherine Jones
- Alicia Sedgwick
- Valerie Smith
- Cassandra Thompson
- Melody van Andel
- Corry Van Nispen

# OUR STRATEGIC PLAN AT A GLANCE

**VISION:** Together, transforming primary care for your better health.

**MISSION:** Enhancing access to primary care through the Nurse Practitioner-Led Clinic model.

## CLIENT PRIORITIES

1. Deliver quality client-focused care
2. Provide timely access to care

## PEOPLE PRIORITIES

3. Attract and retain the best professional team
4. Sustain a supportive environment and organizational culture

## PARTNER PRIORITIES

5. Enhance our community partnerships
6. Contribute to the evolving health system

## INTERNAL PRIORITIES

7. Ensure reliable resources, systems and technology to support care
8. Optimize our patient and work flow

## OUR FINANCIAL PRIORITIES

9. Ensure long-term financial sustainability
10. Ensure accountability and transparency